



utah
govops
UTAH DEPARTMENT OF GOVERNMENT OPERATIONS

Government Operations Interim

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Executive Director
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SB181

- ▷ Provide greater accountability, collaboration, and simplification, which will improve delivery of services to the people of Utah.
- ▷ Break down existing silos when providing services in which all three agencies are already involved.
- ▷ Create a single ISF resource for administrative-type services.
- ▷ Work together to meet the needs of other state agencies, eliminating confusion on who is responsible for what.



Q1 & Q2 Pilot Projects

- ▷ Internal Agency Groups
- ▷ Onboarding
- ▷ Procurement
- ▷ Contract Management



DGO Agency Groups

GOALS:

- ▷ Improve customer service
- ▷ Reduce agency touchpoints
- ▷ Collaboration, break down silos

PILOT:

- ▷ One employee from each division
- ▷ Meet at least monthly to discuss agency specific needs
- ▷ Determine how future groups should be structured



UDC Pilot Group

- ▷ Communication
 - Improve two-way communication with agency
 - Greater employee insight into DGO projects
- ▷ Information Feedback Loop
 - Gather information to assist in reducing pain points
 - Information gathering should be continuous
- ▷ Problem Solving
 - Eliminate culture of “not my job” and passing customers along without giving direction
 - Look for solutions and identify appropriate people to bring in
- ▷ Group composition is very important
 - Engagement = success



Onboarding

Full Kit Deliverables for Day One Employment

- ☐ Meaningful time with supervisor
- ☐ Relationships initiated with key team members
- ☐ Orientation to organization and mission
- ☐ Ready resources:
 - ☐ Employee record active
 - ☐ Prepared and task functional work space
 - ☐ Basic work instructions with goals and expectations
 - ☐ Hardware
 - ☐ Network access
 - ☐ Software
 - ☐ Building access / name badge and required clearances
 - ☐ Enrolled in payroll



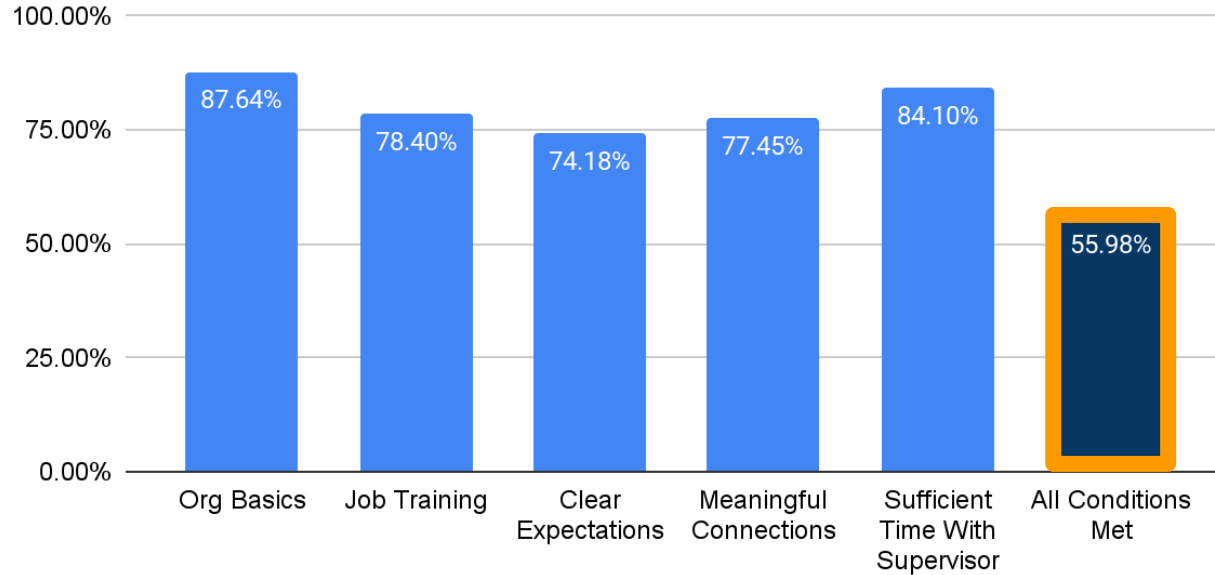
DGO Deliverables

The following represent DGO deliverables to this kit. These may require management action.

- Employee record active
- Hardware
- Network access
- Core software
- Building access
- Payroll enrollment
- Fleet enrollment (where applicable)
- Benefit enrollment instructions

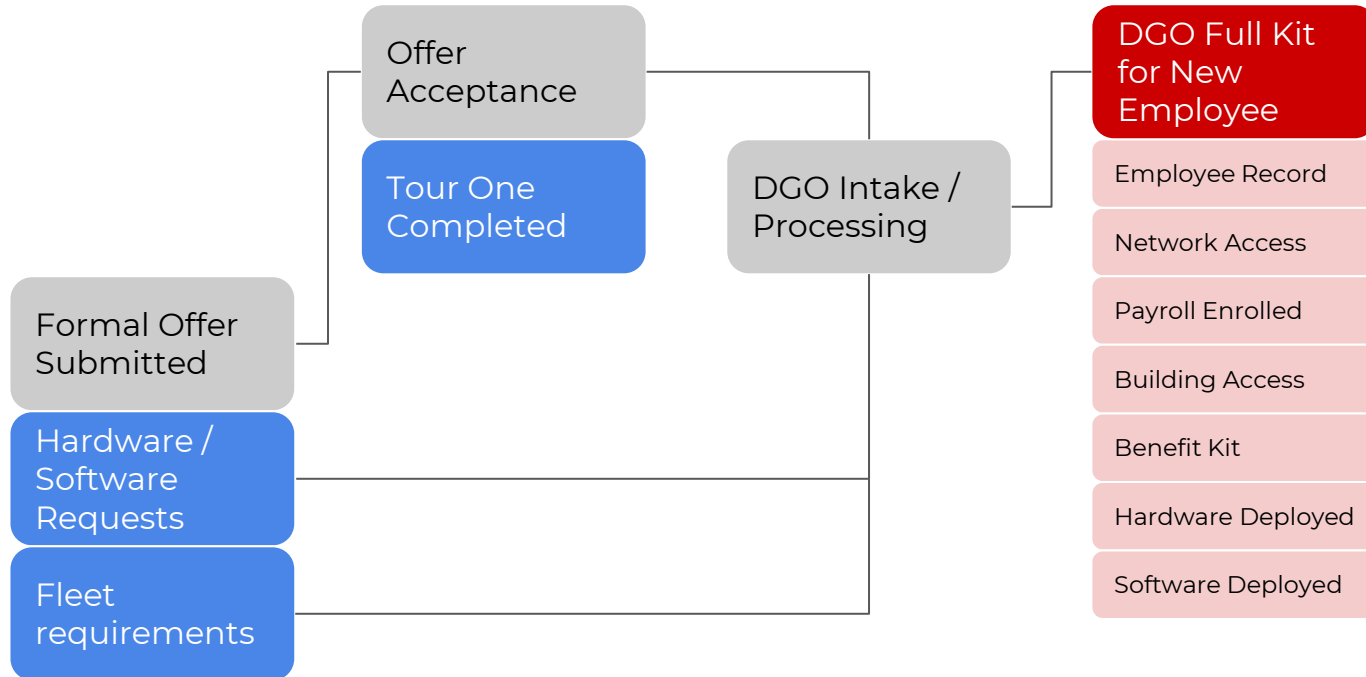
Baseline: Onboarding Engagement Experience

New Hire Experience



Since hired, I have received...

Recommended Flow Treatments



3

All flows can be directed to the appropriate processing areas within DGO. DGO creates administrative transparency for the HR field on status of readiness. This creates a single point of contact (HR analyst) for management if they need updates.

Procurement - Current Challenges and Pain Points

External Customer Perspective

- Unsure where to start or who to contact
- Not knowing where they are in the process
- Process can take a long time
- Get different answers depending on who you are talking to
- Duplication of effort (may have to explain things repeatedly or complete multiple forms)
- Need to create internal positions to coordinate with state-level processes
- Lack of communication
- Unclear division of responsibility (who is doing what)
- Not knowing if something is already under contract
- DTS pays vendor directly, contract disputes

Internal Perspective

- Difficulty coordinating and communicating within two separate processes
- Finger pointing or “passing the buck”
- Agency answer “shopping”
- Handoffs
- Lack of compliance
- Audit issues
- Unclear definition of IT, when to give exception, etc.
- Lack of contract management

Direction of Solution

What is a solution that resolves or mitigates the challenges and helps us meet customer expectations?

DGO has one overall process for solicitations and contracts that is supported by expert resources.

Operational Changes for Pilot

- Continue to improve efforts to proactively understand and help shape upcoming agency procurement needs (get ahead of expiring contracts, use existing contracts, etc.)
- Provide agencies with a DGO single point of contact (State Purchasing agent) for all their procurement needs (IT and non-IT). The single point of contact is the person who is ultimately responsible to facilitate the process on behalf of the agency as well as leverage additional expert resources when needed.
- Encourage agency oversight of all contract management with help from State Purchasing and DTS.
- Pilot: DHS, DOH, DWS, Public Safety, Corrections, National Guard, Veterans and Military affairs, Board of Pardons and Parole

Contract Management

ISSUES:

- ▷ Not having one person assigned to manage the contract, so disagreements on who is responsible
- ▷ Inability to hold vendors accountable when we don't know who is at fault

GOALS:

- ▷ Contract obligations are fulfilled
- ▷ Milestones achieved on time
- ▷ Clear direction on responsibility
- ▷ Easy oversight



OLAG Audit September 2020

*“Another area of poor collaboration we found is with the ongoing use and monitoring of these contracts. It was reported to us that one state entity continued to work with one vendor, soliciting additional work and reprioritizing some of the original terms of the agreement without the knowledge of other state agencies. Questions persisted during the audit on which state entity is providing contract oversight of the contact tracing app. The monitoring of one contract for example is under one agency while the payment to the vendor is managed by another agency. **This contributes to confusion and decentralizes the efficacy of monitoring a contract for compliance. Agencies should communicate on contract revisions and assign a single entity to oversee and monitor the contract.**”*



Contract Management

PILOT: DPS and UDC

- ▷ Assign a contract manager from Purchasing
- ▷ Use survey for monitoring
 - Two surveys on every contract:
 - First (one-time)
 - Who is the contract manager?
 - What support is needed from Purchasing?
 - Second (goes out every 30 days)
 - Have you had any interactions with the vendor?
 - Have milestones been met?
 - Is the contract on schedule and on budget?
 - Are any changes to the contract needed?
 - What is your overall rating of vendor performance?

Contract Management

AGENCY CONTRACTS

Department Name
Dept of Natural Resources

End Year of Contract
(All)

Contract #

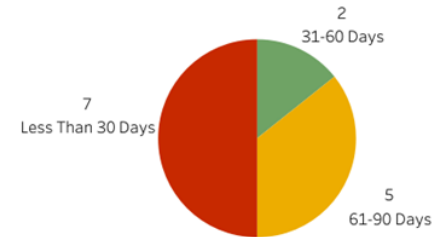
# of Active Contracts	Value of Contracts	# of Distinct Vendors	# Contract Types
305	\$560,446,151.59	271	Reqmts 26
			Set 279

Top Vendors by Aggregated Contract Value

Sum of all of a vendor's contracts based on the department(s) selected in the filter. Requirements contracts, which show zero dollars, can appear when the agency has less than 12 contracts.

WSP USA Inc	\$10,000,000.00
SWCA INC	\$10,608,926.68
DONALD H SEFTON SYSTEMS CONSULTANTS	\$14,659,290.46
EcoPlan Associates, Inc.	\$20,000,000.00
EnviroSystems Management, Inc.	\$20,000,000.00
MONTGOMERY ARCHAEOLOGICAL CONSULTANTS INC	\$20,000,000.00
North Wind Resource Consulting, LLC	\$20,000,000.00
Stratified Environmental & Archaeological Services LLC	\$20,000,000.00
TETRA TECH INC	\$20,000,000.00
WOODS CANYON ARCHAEOLOGICAL CONSULTANTS INC	\$20,091,304.75
LOGAN SIMPSON DESIGN INC	\$30,000,000.00
The Regents of the University of Colorado	\$99,999,999.99

Contracts Expiring in Next 90 Days



Contract Management

BENEFITS:

- ▷ Better oversight of each contract
 - Quickly address issues
 - Real time insight that agencies have access to
- ▷ No need for appropriation or increase in rates
 - Fund through current vendor fee
 - Easier for agencies to oversee contracts
 - Vendors appreciate having
 - One point of contact
 - Contract issues resolved quickly



Thank You

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